



**MANPOWER
OPTIMIZATION
AND
INCREASE EFFICIENCY
OF STAFF
WORKING UNDER SSEs (WORKS)
OF ENGINEERING DEPTT.
OVER
BIKANER AND LALGARH UNITS**

(G/HQ/WS/463/2/ENGG./W/BKN/2018-19)

GUIDED BY

*Raghuveer Singh
AWSO/NWR/JP*

STUDIED BY

D. K. Sharma, CWSI/Optg.
R. R. K. Singh, CWSI/Engg.
Ajit Kumar, WSI/Minist.



**WORK STUDY ORGANIZATION
NORTH WESTERN RAILWAY
JAIPUR**

EXECUTIVE SUMMARY

Sr. No.	2
Study No.	G/HQ/WS/463/2/Engg./W/BKN/2018-19.
Subject	Manpower Optimization and Increase efficiency of staff working under SSEs (works) of BKN and Lalgah unit of Engineering Deptt. Bikaner Division.
Area	SSEs (Works)/BKN and LGH of Bikaner Division.
Department	Engineering.
Terms of Reference	Assessment of man power requirement.
Present Cadre	Sanctioned cadre =(98+52)150 , On roll = (33+13) Vacancies = (65+39)
Proposed Cadre	28
Projected Surplus Man Power	122
Total No. of Recommendations	02
Financial Implications	Rs. 710.62 Lac per annum.
Month of Circulation of Report	June, 2020

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CHAPTER-I

INTRODUCTION

Indian Railways is an organization with social obligation to the nation. The organization is also to be viewed as financially viable one to make best use of its machinery to achieve maximum utility of available resources. Indian Railways is facing a severe financial crunch. There is a need to improve the efficiency of the Railways i.e. to increase the income and to reduce expenditures to overcome this crisis. The right sizing with optimum utilization of man power is one of the main effective ways to reduce the unit cost and to increase the efficiency.

The main objective of work-study is to identify the departments/units working with high man power ratio and critically analyze the requirement of bare minimum staff against present work load. Through critical analysis, work-study offers us a solution for reduction and redistribution of manpower in an effective manner to increase the productivity of a unit.

With the implementation of 7th pay commission, the establishment charges have gone up drastically and hence manpower has become an important factor in bringing economy in the system. In order to check the cost of manpower, the Railway administration issues guidelines time to time, in the form of yardsticks, circulars etc. Now-a-days, benchmarking is being utilized to ensure best use of manpower. Benchmarking is a continuous process of comparing different units and identifying which one is the best in the business, followed by learning how this excellence was achieved and then setting out to improve the efficiency of those units, which were left behind. The optimum utilization of manpower may further be ensured by multi skill use of man power. With the technological up gradation of the equipments, plants, rolling stocks and maintenance practices, there are further possibilities of reduction in manpower.

To find out the possibilities as discussed above, this work study was under taken which was approved by SDGM/NWR.

CHAPTER-II

ACKNOWLEDGEMENT

2.0 Coordinating Officials of the deptt. :-

The Work Study Team pays its gratitude to **Sh. Sanjay Kumar Sharma, SSE/Works/W/BKN** and **Sh. Pramukh Meena, SSE/Works/LGH/BKN** as **coordinators** for giving his **valuable guidance and co-operation** to the team during the course of work study. Team is also thankful to other officials for providing data/information and necessary assistance to the team during the course of study.

2.1 Terms of Reference:-

This study has been conducted under the following terms of reference:-

- i) Review of staff vis-à-vis workload on existing working condition.
- ii) Suggesting the ways and means for improving the system economically and efficiently.

2.2 Methodology Adopted:-

The following techniques of method study as well as work measurement have been applied to conduct the study:-

- i) Data collection and its critical analysis to arrive on factual status of present working.
- ii) Work sampling techniques for certain activities at certain major stations of Jaipur division.
- iii) Holding discussions at various levels with a view to produce fruitful results.
- iv) Sample checks and spot observations.

2.3 Field units visited:-

The following field units were visited by Work Study Team during the course of work study:- SSE/works/Bikaner & Lalgah office.

CHAPTER-III

SYNOPSIS

- 3.0 Indian Railways is one of the biggest transportation organizations among all other transport organizations in the country. In fact the Railway is backbone of the country's transport systems. In the recent time, Railway is facing tremendous competition with road and air transports. Indian Railways has been losing out freight share to the Roadways since last decade despite its inherent advantages of being environment friendly and more reliable. Today, the Railway's freight share stands at approximately 30% against 64 % two decades ago. This slows down in freight loading eroded the Railway's revenue. In the time of competition, transport system should not only be agile, prompt and amenable but also financially viable. In order to bring economy in expenditure, the optimum utilization of man, machine and material will have to be ensured.
- 3.1 The staff of SSE (Works) are deployed for proper and regular maintenance of the Railway assets and look after passenger amenities as well as staff welfare. Some work of SSE (Works) office is being managed by out sourcing. This has resulted redundancies in certain activities. In view of the above, The Work Study Cell has been assigned to conduct work-study of the staff of SSEs (Works) over Bikaner Division.
- 3.2 SDGM has approved the work study of SSEs (Works) over Bikaner Division.
- 3.3 During the course of study, the team picked up/ collected the requisite data of all the activities carried out in the offices of SSEs (Works) over Bikaner division and critically analyzed the same. To arrive at the actual requirement of staff, the team held discussions at various levels and kept practicability in view.

CHAPTER-IV

Organization and Duties of staff

4.1 Organization of Engineering Department:-

The Engineering Department is headed by Sr.DEN (Co.) who governs the working of engineering department over Bikaner division through 02 Sr. DENs, 02 DEN, 06 Sectional ADENs, 03 ADENs/HQ and 01 ADEN(Track).

This department is mainly meant for managing the work of construction of new buildings, maintenance and repair works related to railway quarters, water supply, service buildings and horticulture etc. For supervising the workload at site regularly, different SSEs(Works) and other official staff are deployed.

However, in past, the works staffs were engaged for construction and maintenance by the railways on its own. **But, presently, the scenario has been changed and Railways are going to adopt contract system in non-core activities day by day.** In pursuance of Board's guidelines, on Jaipur division also, **all type of repair works of service buildings and railway quarters, development of horticulture & its maintenance which come under non-safety and non-core activities, are included in zonal works and all type of construction works are being done on contract** resulting the workload of existing engineering works staff has been reduced considerably.

In view of the above aspects, the review of requirement of the works staff has become essential. To arrive at a factual conclusion on requirement of manpower, the team has collected the data related to existing workload and assessed the same on the need basis after applying on spot observations and discussions at various levels.

The unit wise deployment, workload, critical analysis and recommendations of surplus posts are described in ensuing chapters.

4.2 Duties of staff:-

A) **SSE/JE (Works)**:-SSE/JE(Works) perform their duties in office as well as in field units which are broadly mentioned as follows:-

- i) Inspections and maintenance of service buildings, staff quarters, foot over bridges.
- ii) Inspections and maintenance of water supply drainage/sewage maintenance.
- iii) Accountal, procurement and periodical verification of stores & tools required for regular revenue maintenance.
- iv) Maintenance of land boundaries of Railway as specified in the Engineering Code/Manual.
- v) Execution of new/sanctioned works including zonal works.
- vi) Measurements and bills pertaining to works including correspondence, if any.
- vii) Periodical inspection of new works and inspections as specified in Engineering Manual.
- viii) Maintenance and repairing of roads.

B). **Carpenter**:- They are skilled and trained for repairing of wooden doors, windows, chairs, tables, wooden blocks for pipe-lines etc. of Railway quarters, Stores, C&W offices, Electric sub-station & other Railway offices that fall under jurisdiction of concerned SSE(Works).

C). **Painter**:- They are assigned the work of painting in railway quarters and different offices. Writing names on name plates of railway employees and marking dates of cleaning on over-head tanks and hauzes also comes under their duty list.

D). **Mason**:- Repair work of Railway quarters, hauzes, sewer lines and water's underground hauzes etc are attended by mason. They are also responsible for petty repair of broken floors of Railway stores, washing lines, C&W offices, and AC repair shops.

E). **Pipe fitter**:- These staff are engaged for maintenance of Pipe fitting related activities.

F). **Black Smith**:- These staff are engaged for maintenance of smithy related activities.

- G). **Chowkidar:-** Chowkidar staff are utilized in EI roster as care taker in the offices, stores, ORH, Holiday Home etc.
- H). **Mali:-** Malis are utilized as work helper for watering the plants and sapling the plants in rainy season in Railway colonies.
- I). **Valve man:-** They are assigned the work of driving valves established for supplying water at stations and Railway colonies.
- J). **Road Gang man:-** These staff are engaged to accomplish the labour work when the Railways carry out construction work on its own.

CHAPTER-V

WORKLOAD, CADRE, DEPLOYMENT, CRITICAL ANALYSIS AND RECOMMENDATIONS

5.1 Jurisdiction of SSE/W/BKN (including Horticulture):-

- i) (a) Maal Godown Rly. colony :- 117 nos. of quarters.
- (b) Medical Colony :- 19 nos. of quarters.
- (C) Modern Colony :- 24 nos. of quarters.
- (d) Old Colony :- 45 nos. of quarters.
- (e) RPF Colony :- 106 nos. of quarters.
- (f) Tulsi Kutir Colony :- 05 nos. of Bungalows and 20 nos. of quarters.
- (g) Manju Colony :- 14 nos. of quarters.
- (h) Sadul Colony :- 29 nos. of quarters.
- (i) Civil Line :- 15 nos. of Bungalows and 17 nos. of quarters.
- (j) Transit Flat :- 08 nos. of type –IV quarters.
- ii) Service Buildings:-
 - a) Bikaner Railway station.
 - b) ADEN/HQ/Office
 - c) ADEN/Line/Office
 - d) Health Unit Bikaner
 - e) DRM office, Bikaner
 - f) Officer Rest House
 - g) Railway Ground
 - h) Loco Lobby, Bikaner
 - i) Guard and Loco Pilot Running Room
 - j) TTE Rest House
 - k) Washing Line (C&W) Old & New
 - l) Horticulture Office

5.2 Bikaner HQ Unit:- Bikaner HQ Unit is divided into two parts i.e SSE(Works)/Bikaner and SSE(Works)/Lalgah under the control of ADEN /HQ/BKN.

5.3 Jurisdiction of SSE(Works)/Bikaner:-

- (i) staff quarters & Bungalows
 - (a) Maal Godown Rly. Colony :- 117 nos. of quarters.
 - (b) Medical Colony :- 19 nos. of quarters.
 - (C) Modern Colony :- 24 nos. of quarters.
 - (d) Old Colony :- 45 nos. of quarters.

- (e) RPF Colony :- 106 nos. of quarters.
- (f) Tulsi Kutir Colony :- 05 nos. of Bungalows and 20 nos. of quarters.
- (g) Manju Colony :- 14 nos. of quarters.
- (h) Sadul Colony :- 29 nos. of quarters.
- (i) Civil Line :- 15 nos. of Bungalows and 17 nos. of quarters.
- (j) Transit Flat :- 08 nos. of type –IV quarters.

(ii) Service Buildings:-

- (a) Station Building.
- (b) Officers Rest Houses, DRM Office/BKN
- (c) Railway Club
- (d) Transit Camps
- (e) Sports Building
- (f) RPF Barrack
- (g) Health Units
- (h) Holiday Homes
- (i) Power House
- (j) TTE/Guard and Driver Running Rooms
- (k) Washing Lines, Etc.

(iii) Horticulture work :-

- a) General Maintenance
- b) Maintenance of Lawn

No. of complaints = 250 per month i.e. approx. 10 nos. per day.

5.4 Details of contracts:-

A) Zone No.1(A):- Zonal work for Service Building at Bikaner Under ADEN/HQ/NWR/BKN, for sanitary works, all type of repair work and horticulture work etc. as per USSOR of 2010 for the period of 20.07.18 to 30.06.2020, which the provision of amount **Rs. 16546334** (Rupees one Cr. sixty five lac. forty six thousand three hundred thirty four only) is kept.

B) Zone No.1(B):- Zonal work for staff quarters & Bungalows at Bikaner Under ADEN/HQ/NWR/BKN, for sanitary works, all type of repair work and horticulture work etc. as per USSOR of 2010 for the period of 21.07.18 to 30.06.2020, which the provision of amount **Rs. 16401869** (Rupees one Cr. sixty four lac. one thousand eight hundred sixty nine only) is kept.

C) Day to day maintenance work:- Outsourcing of day to day maintenance activities to provide habitable conditions in railway colonies at Bikaner and Lalgah station Under ADEN/HQ/NWR/BKN,(for 24 months) for masonry, Plumbing, Carpenter works and Misc activities work I.e. roof cleaning, Drain cleaning, Garbage removal, Transportation work, Cleaning of glass panes etc. which the provision of amount **Rs. 11019878** (Rupees one Cr. ten Lac. nineteen thousand eight hundred seventy eight only) is kept.

5.5 Cadre position of staff under SSE(Works)/Bikaner:-

SN	Category	GP	SS	OR	Vac.	Exc.
1	SSE	4600	4	01	03	-
2	JE	4200	2	1	1	-
3	Ch.OS/OS	4600	2	2	0	
4	Clerk	1900	2	1	1	-
5	MCM/Painter	4200	1	1	0	-
6	Fitter Civil	2800	5	2	3	-
7	Carpenter	2400	3	2	1	-
8	Painter	2800	1	1	0	-
9	Mason	2400	5	1	4	-
10	Blacksmith	2400	0	1	0	1
11	Hammer man	1800	2	1	1	-
12	Trolley man	1800	1	1	0	-
13	Chowkidar	1800	8	3	5	-
14	Khalasi	1800	62	15	47	-
Total			98	33	66	1

5.6 Deployment of above mentioned on roll staff:-

SN	Category	OR	Brief Description
1	SSE/JE	2	1 SSE- Over all Incharge and supervise store & establishment work. 1 JE – He is working under SSE/Works/BKN and Supervise contractual and Departmental work.
2	Ch.OS/OS/Clerk	3	1 Ch.OS - All establishment related work of staff working under ADEN/HQ/BKN and other OS is working under SSE/W/BKN and look after Pay fixation, accountable of leave account, preparation of pay, increments and

			grievances, Pass/PTO of staff. 1 Clerk is deputed for Stores related work.
1	Painter	2	Painters are sent in different locations as per requirement for painting work.
2	Fitter Civil	2	Fitters are sent in different locations as per requirement for maintenance/repair of pipe fitting/plumbing work.
3	Carpenter	2	Carpenters are sent in different locations with Khalasi for carpentry work as per requirement.
5	Mason	1	Mason is sent in different locations as per requirement.
6	Blacksmith	1	Blacksmith is sent in different locations with Khalasis for smithy work as per requirement.
7	Hammer man	1	Presently he is being utilized in DRM office.
8	Trolley man	1	01 Trolley-man is deployed with SSE/W/BKN.
9	Chowkidar	3	02 Staff are deployed in the office of SSE/W/BKN. 01 Staff is being utilized as Care-taker in ORH.
10	Khalasi	15	4 Khalasis are deployed with artisan staff. 1 Khalasi is working in the office of ADEN/HQ/BKN. 5 khalasi are being utilized for horticulture work in different locations. 02 khalasi are being utilized temporarily in the office of SSE/W/LGH. 01 Khalasi deployed in the office of SSE/BKN. 2 Khalasis are being utilized as Valve man.
Total		33	

5.7 Critical analysis, requirement of staff vis-à-vis workload and recommendations:-

During the course of work study, it has observed that all the major works of **maintenance & repair of Railway quarters and service buildings have already been given on contract in the form of Zonal contracts.** Besides this, the **construction work of new buildings**, whenever it has to be done, **is also being done on contract basis.**

Thus, the major part of **the workload of works staff under SSEs(Works)** has been shifted on contract. During the study it has observed that outsourcing procedure for maintenance and repair of railway quarters and service buildings has already been done by the Bikaner Division. Instead of outsourcing the petty repair and maintenance work labour is being engaged against the vacant post, actually work is not being outsourced, rather labour is being engaged on contract and placed on disposal of SSEs, and in return SSEs are using these contractual labour as well their own staff for repair/construction work. But, both type labour is being used simultaneously and the purpose of outsourcing is being defeated. Neither this system serves the purpose of outsourcing or economical for Railway.

Complete outsourcing of a task is a better way than engaging the persons on contract. When we completely outsource a task, personal grievances and other issues become the responsibility the contractor and our supervisors can focused on their other work only. It is also cost saving. If we outsource against the vacant posts then it is very hard to keep watch on the work of every hired staff. This system is not only viable to supervise but also not economical.

After outsourcing work of a particular SSE, keeping our own staff simultaneously would not only attract Audit objection but also become a vigilance angle.

So, in the interest of Railways Work Study Cell of the opinion that complete petty repair and maintenance work of particular unit should be outsourced and few staff may be kept for emergency work, rest of the staff should be transferred to other unit. Jodhpur division has already adopted this system and it is running successfully. It has been observed that work is going smoothly and quantum of complaints has come down drastically. Therefore, it is the need of time that complete maintenance work of staff quarters and service building of each unit outsource on the pattern of Jodhpur division.

After outsourcing the whole activities, workload will be shifted and **almost no workload would be left for works staff.** Hence, keeping in view of outsourcing of work, the cadre of these staff should be minimized to save the Railways from double economic burden. Therefore, the **requirement of maintenance staff for existing workload has been assessed on the need basis** which is as follows:-

5.8 The calculation of requirement of staff under SSE (Works)/ HQ/BKN:-

SN	Category	SS	OR	Var.	Proposed cadre	Surplus	Remarks
1	SSE/JE	6	2	4	6	0	After outsourcing all the maintenance and repair work of Railway quarters and service buildings under SSE/W/BKN, only supervision work would be left for SSEs. Keeping in view the workload, 6 SSE/JE will be sufficient for the supervision of contractor's work of SSE/W/BKN. Hence, these posts are justified .
2	Ch.OS/OS/ Clerk	4	3	1	1	3	After outsourcing the all activities, no work would be left for Artisan staff. All establishment work may be done by the ADEN/BKN office. Hence, there would be one post of ministerial staff is sufficient for Stores related and other miscellaneous work. Therefore, <u>3 post of Clerk and 15 posts of artisan staff are surplus and may be surrendered after outsourcing the work.</u>
3	MCM/Painter	1	1	0	0	1	
4	Fitter Civil	5	2	3	0	5	
5	Carpenter	3	2	1	0	3	
6	Painter	1	1	0	0	1	
7	Mason	5	1	4	0	5	
8	Blacksmith	0	1	0	0	0	
9	Hammer man	2	1	1	0	2	Hammer man is not performing his proper work. At present he is being utilized in DRM office. It's clearly indicating that, particularly after outsourcing no work would be left for Hammer man. Therefore, <u>both posts of Hammer man may be surrendered forthwith.</u>
10	Trolley man	1	1	0	0	1	<u>AS no Trolley with the SSE/W/HQ/BKN has left hence no basic work for Trolley man has left.</u> Hence <u>01 post of this staff is surplus which may be</u>

							<u>surrendered forthwith.</u>
11	Chowkidar	8	3	5	2	6	After outsourcing of Complete work there would be very few items left in store, so 02 posts would be sufficient to keep watch in stores and office. Hence, <u>6 posts of Chowkidar is surplus and may be surrendered.</u>
12	Khalasi	62	15	47	8	54	After outsourcing, routine work like Cleanness of roofs, Measurements with SSEs, inspection of higher officers, works which is not covered in outsourcing (Tree cutting, Shifting/ transportation of release material) and emergency work only 8 Khalasis are sufficient to cope up the existing workload and emergency work. Hence, 54 posts of Khalasis, are found surplus and may be surrendered after outsourcing the work
Total		98	33	66	17	81	SS=98, OR=33, Vac.=66, Proposed=17 and Surplus = 81

After thorough analysis and **detailed discussion held with SSE/W/BKN**, as per remarks mentioned in above table, the work study team is of the opinion that total **17 staff under SSE(Works)/HQ/BKN are quite sufficient** to cope up with the existing work load after outsourcing of work. Thus, **98 - 17 = 81 posts are surplus and may be surrendered forthwith.**

5.9 Recommendation No.1:-

After thorough analysis of work load of maintenance staff under SSE (Works)/BKN as discussed in para no. 5.8, the work study team is of the opinion that, total **17 staff under SSE(Works)/HQ/BKN are quite sufficient** to cope up with the existing workload. Thus, **98 - 17 = 81 posts (03 posts of OS + 01 post of MCM Painter + 5 posts of Fitter + 3 posts of Carpenter + 1 post of Painter + 5 posts of Mason + 2 posts of Hammerman + 1 post of Trolleyman + 6 posts of Chowkidar + 54 posts of Khalasi) are surplus and may be surrendered forthwith after outsourcing of work.**

CHAPTER-VI

Lalgarh Unit

5.10 Jurisdiction of SSE (Works)/LGH:-

- a) All service buildings-
Railway Station, Divisional Railway Hospital, RPF barrack, Workshop, General Stores, C&W Office etc.
- b) Railway Quarter and Bungalow
 - i) New Railway Colony :- 259 nos. of quarters.
 - ii) Old Colony :- 37 nos. of quarters.
 - iii) B.G Colony :- 66 nos. of quarters.
 - iv) Station Colony :- 44 nos. of quarters.

Total no. of Railway quarters = 406
No. of complaints = 17 per month.

5.11 Details of contracts:-

A) Zone No. 2 (A):- Zonal works for Workshop and General Store at Lalgarh under ADEN/HQ/NWR/BKN, for Brick works, Wood work, Finishing Masonry work, Painting, Polishing work, water Supply, Drainage & Sewerage work, all type of repair work and horticulture work etc. as per USSOR of 2010 for the period of 10.07.18 to 30.06.2020, which the provision of amount **Rs. 7770196** (Rupees Seventy seven Lac. seventy thousand one hundred ninety six only) is kept.

B) Zone No. 2 (B):- Zonal work for Service Building at Lalgarh Under ADEN/HQ/NWR/BKN, for sanitary works, all type of repair work and horticulture work etc. as per USSOR of 2010 for the period of 26.07.18 to 30.06.2020, which the provision of amount **Rs. 11601661** (Rupees one Cr. sixteen Lac. one thousand six hundred sixty one only) is kept.

C) Zone No. 3 (C):- Zonal work for staff quarters and Bungalow at lalgarh under ADEN/HQ/NWR/BKN, for sanitary works, all type of repair work and horticulture work etc. as per USSOR of 2010 for the period of 26.07.18 to 30.06.2020, which the provision of amount **Rs. 15315686** (Rupees one Cr. Fifty three Lac. fifteen thousand six hundred eighty six only) is kept.

5.12 Cadre position of staff under SSE (Works)/ LGH:-

SN	Category	GP	SS	OR	Vac.	Exc.
1	SSE	4600	2	2	0	0
2	JE	4200	1	1	0	0
3	Clerk	1900	2	0	2	0
4	Mason	2400	0	1	0	1
5	Mason	1900	4	0	4	0
6	Fitter	1900	3	0	3	0
7	Blacksmith	2400	0	1	0	1
8	Carpenter- MCF	4200	0	1	0	1
9	Carpenter	2800	0	1	0	1
10	Carpenter	1900	2	0	2	0
11	Painter	2800	1	1	0	0
12	Painter	2400	1	0	1	0
13	Chowkidar	1800	3	1	2	0
14	Khalasi	1800	32	4	28	0
15	Trolley man	1800	1	0	1	0
Total			52	13	43	4

5.13 Deployment of above mentioned on roll staff:-

SN	Category	OR	Brief Description
1	SSE/JE	3	1 SSE- Over all Incharge and supervise store & establishment work. 1 SSE – Supervise contractual work. 1 JE – He is working under SSE/Works/LGH and Supervise contractual & Departmental work.
2	Mason	1	Mason is being sent in different locations as per requirement.
3	Blacksmith	1	Blacksmith is being sent in different locations with Khalasis for smithy work as per requirement.
4	Carpenter	2	Carpenters are being sent in different locations with Khalasi for carpentry work as per requirement.
5	Painter	1	Painter is being sent in different locations as per requirement for painting work.
6	Chowkidar	1	1 Chowkidar is being utilized as caretaker in store.
7	Khalasi	4	2 Khalasis are deployed with artisans. 1 Khalasi is being utilized as Valve men. However, no cadre of Valveman is sanctioned. 1 Khalasi is being utilized as Chowkidar at SSE/W/LGH office.
		13	

5.14 The calculation of staff under SSE (Works)/LGH:-

SN	Category	SS	OR	Vac.	Proposed cadre	Surplus	Remarks
1	SSE	2	2	0	2	0	After outsourcing all the maintenance and repair works of Railway quarters and service buildings under SSE/W/BKN, only supervision work would be left for SSEs. Keeping in view the workload, 3 SSE/JE will be sufficient for the supervision of contractor's work of SSE/W/LGH. Hence, these posts are justified .
2	JE	1	1	0	1	0	
3	Clerk	2	0	2	1	1	After outsourcing the all activities, no work would be left for Artisan staff. All establishment work may be done by the ADEN/BKN office. Hence, there would be one post of ministerial staff is sufficient for Stores related and other miscellaneous work. Therefore, <u>1 post of Clerk and 11 posts of artisan staff are surplus and may be surrendered after outsourcing the work.</u>
4	Mason	0	1	0	0	0	
5	Mason	4	0	4	0	4	
6	Fitter	3	0	3	0	3	
7	Blacksmith	0	1	0	0	0	
8	Carpenter- MCF	0	1	0	0	0	
9	Carpenter	0	1	0	0	0	
10	Carpenter	2	0	2	0	2	
11	Painter	1	1	0	0	1	
12	Painter	1	0	1	0	1	
13	Chowkidar	3	1	2	2	1	One chowkidar is being utilized for store related work and one Khalasi is also being utilized as chowkidar. Hence 2 posts of Chowkidar is Justified . Therefore, <u>one post of Chowkidar is surplus and may be surrendered.</u>
14	Khalasi	32	4	28	5	27	After outsourcing, routine work like Cleanness of roofs, Measurements with SSEs, inspection of higher officers, works which is not covered in outsourcing (Tree cutting, Shifting/ transportation of release material) and

							emergency work only 05 Khalasis are sufficient to cope up the existing workload. Hence, 27 posts of Khalasis, are found surplus and may be surrendered after outsourcing the work.
15	Trolley man	1	0	1	0	1	<u>AS reported there is no Trolley with the SSE/W/LGH, hence no basic work for Trolley man has left. Thus, 01 vacant post of trolley man is surplus which may be surrendered forthwith.</u>
Total		52	13	43	11	41	SS=52, OR=13, Vac.=43, Proposed=11 and Surplus=41

After thorough analysis and **keeping in view of the reduction in the workload**, as per remarks mentioned in above table, the work study team is of the opinion that total **11 staff under SSE(Works)/LGH are quite sufficient** to cope up with the existing work load after outsourcing of work. Thus, **52 - 11 = 41 posts are surplus** which **may be surrendered forthwith.**

5.15 Recommendation No.2:-

After thorough analysis of work load of maintenance staff under SSE (Works)/LGH as discussed in para no. 5.14, the work study team is of the opinion that total **11 staff under SSE(Works)/LGH are quite sufficient** to cope up with the existing work load after outsourcing of work. Thus, **52 - 11 = 41 posts (including 01 post of Clerk + 4 posts of mason+ 3 posts of fitter + 2 posts of Carpenter + 2 posts of Painter + 1 post of Chowkidar + 27 posts of Khalasi and 01 post of Trolley man) are surplus** which **may be surrendered after outsourcing of the work.**

CHAPTER-6

DISCUSSION WITH OFFICER'S LEVEL

A meeting was held with Sr. DEN(Co.)/BKN and DEN/North with AWSO/NWR/JP on 06.03.2020 regarding manpower optimization of SSE(works) staff over Bikaner Division (BKN & LGH unit). Discussion was done in detail on Work Study Report.

Contractual labour has already been engaged by BKN division for smooth working. Pros and Cons of this system were discussed in detail. DEN/North is principally agreed with JU module, i.e. outsourcing one unit completely and transfers the on roll staff to another unit. Complete outsourcing of a task is a better way than engaging the persons on contract basis

In Work Study Report outsourcing was suggested and recommended to adopt Jodhpur module. Outsourcing in Jodhpur division was adopted in a phase manner, after outsourcing one unit on roll staff was transferred in another unit. Staff is also satisfying the service provided by the contractor. Before starting outsourcing process of petty repairs of service buildings and railway quarters in Jaipur, Jodhpur module may be studied.

Sr. DEN (Co.)/BKN and DEN/North are agree with the Work Study Report and stated if outsourcing get success in BKN Division like Jodhpur Division then all posts, except some posts for emergency work, as suggested in Work Study Report, may be surrendered.

(Raghuveer Singh)
AWSO/NWR/JP

(Manish Padmawat)
DEN/North/BKN

(M. M. Upadhyay)
Sr. DEN(Co.)/BKN

CHAPTER-7
SUMMARY OF RECOMMENDATIONS

S. N.	Recommendations	Para no.	Accepting/ Implementing Authority
1	<p><u>Recommendation No.1:-</u></p> <p>After thorough analysis of work load of maintenance staff under SSE (Works)/BKN as discussed in para no. 5.8, the work study team is of the opinion that total <u>17 staff under SSE(Works)/HQ/BKN are quite sufficient to cope up with the existing workload. Thus, $98 - 17 = 81$ posts (03 posts of OS + 01 post of MCM Painter + 5 posts of Fitter + 3 posts of Carpenter + 1 post of Painter + 5 posts of Mason + 2 posts of Hammerman + 1 post of Trolleyman + 6 posts of Chowkidar + 54 posts of Khalasi) are surplus and may be surrendered forthwith after outsourcing of work.</u></p>	5.9	<p style="text-align: center;">DRM/BKN, Sr. DEN(Co) /BKN & Sr.DPO/BKN</p>
2	<p><u>Recommendation No.2:-</u></p> <p>After thorough analysis of work load of maintenance staff under SSE (Works)/LGH as discussed in para no. 5.14, the work study team is of the opinion that total <u>11 staff under SSE(Works)/LGH are quite sufficient to cope up with the existing work load after outsourcing of work. Thus, $52 - 11 = 41$ posts (including 01 post of Clerk + 4 posts of mason+ 3 posts of fitter + 2 posts of Carpenter + 2 posts of Painter + 1 post of Chowkidar + 27 posts of Khalasi and 01 post of Trolley man) are surplus which may be surrendered after outsourcing of the work.</u></p>	5.15	

CHAPTER-8

FINANCIAL IMPLICATIONS

8.0 Financial Implications: -

With the proposal of surrender of **122 posts** of **Group 'C'** the recurring savings per annum in money value amount as given below:-

S. No.	Design.	GP	Mean pay of Pay Matrix	DA @ 17%	Total Money value	No. of posts	Total saving/ month	Total saving/ year
1	OS	4200	73900	12563	86463	3	259389	3112668
2	Clerk	1900	41550	7064	48614	1	48614	583362
3	Carpenter- Gr.II	2400	53300	9061	62361	3	187083	2244996
4	Carpenter-Gr.III	1900	41550	7064	48614	2	97227	1166724
5	Painter- MCM	4200	73900	12563	86463	1	86463	1037556
6	Painter- Gr.I	2800	60750	10328	71078	2	142155	1705860
7	Painter - Gr.II	2400	53300	9061	62361	1	62361	748332
8	Mason- Gr.II	2400	53300	9061	62361	5	311805	3741660
9	Mason-Gr.III	1900	41550	7064	48614	4	194454	2333448
10	Fitter- Gr.I	2800	60750	10328	71078	5	355388	4264650
11	Fitter-Gr.III	1900	41550	7064	48614	3	145841	1750086
12	Khalasi	1800	37450	6367	43817	81	3549137	42589638
13	Trolleyman	1800	37450	6367	43817	2	87633	1051596
14	Chowkidar	1800	37450	6367	43817	7	306716	3680586
15	Hammerman	1800	37450	6367	43817	2	87633	1051596
Total						122	5921897	71062758

Total recurring savings per annum comes to approx. Rs. 710.62 Lac.